

**ADMINISTRATIVE-INTERNAL USE ONLY**

DD/A Registry

File Personnel 5

31 October 1974

MEMORANDUM FOR: All Office Heads

SUBJECT : Questionnaire on Implementation  
of PASG Recommendations

1. Attached is a questionnaire sent to each Directorate to measure their progress on the implementation of the PASG recommendations. The questions concerning the Career Service refer to the Directorate-level Career Service and the references to Boards/Panels refer to your Career Boards and Panels.

2. The questionnaire will be completed for the Deputy Director for Administration by the Career Management Officer, however, we need your responses to the questions in Section II B. You are being furnished the entire package for your information as this will give you an idea of the scope of the problems facing the Career Sub-Groups and the Senior Personnel Resources Board before we accomplish the goals of the PASG recommendations.

3. We would appreciate your responses by COB, Tuesday, 5 November 1974.

151  
[Redacted]  
Career Management Officer  
DD/A

STAT

Attachment

**ADMINISTRATIVE-INTERNAL USE ONLY**

SURVEY OF PROGRESS IN IMPLEMENTING THE NEW PERSONNEL APPROACHES\*

Career Service \_\_\_\_\_

I. OBJECTIVE: Develop and disseminate uniform promotion criteria.

A. Does the Career Service presently have uniform promotion criteria?

☐ yes

☐ no

1. If yes, how long has it had them?

\_\_\_\_\_ weeks months years (Underline one)

2. If no, has a target date been set for completing the development of uniform promotion criteria?

☐ yes

☐ no

3. Where Career Sub-Groups are involved has the Career Service reviewed the promotion criteria of these sub-groups?

☐ yes

☐ no

4. Where Career Sub-Groups are involved has the Career Service determined what, if any, promotion criteria must be used without modification or exception by all sub-groups?

☐ yes

☐ no

B. Has the Career Service examined and reaffirmed the value of its promotion policies and criteria?

☐ yes

☐ no

C. Have all Career Service and (as applicable) Career Sub-Group board/panel members been given appropriate promotion policy and promotion criteria information?

☐ yes

☐ no

D. Have all members of the Career Service been informed with respect to Career Service and (as applicable) Career Sub-Group promotion policies and promotion criteria as it applies to their individual grade and occupational category?

☐ yes

☐ no

\* Response to questions should reflect the Career Service situation as of 30 September 1974.

II. OBJECTIVE: Establish an appropriate panel structure and procedure to conduct, at least annually, the evaluation and ranking of professional personnel.

A. Has the Career Service established boards/panels to evaluate and rank all professional personnel?

☒ yes

☐ no

1. If not, has the Career Service set a target date for the establishment of such panels?

☐ yes

☐ no

2. Has the Career Service reviewed its membership to ensure that each employee is properly identified according to sub-category code, i.e., as professional, technical, or clerical?

☐ yes

☐ no

3. Has the Career Service established panels to evaluate and rank technical and clerical employees?

☒ yes (technical) ☐ no (technical) ☐ yes (clerical) ☒ no (clerical)

4. If not, does the Career Service anticipate providing a structure for the evaluation and ranking of such employees?

☐ yes

☐ no

B. In terms of board/panel evaluation procedures, please answer the following questions.

1. Do the evaluation boards/panels review promotion recommendations made by supervisors?

☒ yes

☐ no

2. Do they make promotion recommendations?

☒ yes

☐ no

3. Does inadequate time-in-grade make an employee ineligible for consideration for promotion?

☐ yes

☐ no

4. What is the term of office of panel members?

\_\_\_\_\_ No. of years.

5. Is it required that panel members be of higher grade than the field of employees being evaluated?

☐ yes

☐ no

6. How often are evaluations conducted?

☐

Annually

☐

Semiannually

7. Have employees been notified who their evaluating officers are?

☐

yes

☐

no

8. Do the panels use rating scales for evaluation of qualifications, performance, and potential?

☐

yes

☐

no

III. OBJECTIVE: Provide the evaluation panels with uniform ranking criteria that will identify employees with the highest and least potential and those in between.

A. Has the Career Service identified uniform ranking criteria (not promotion criteria) applicable throughout the Career Service?

☐

yes

☐

no

B. Has the Career Service provided for the systematic study of the criteria used to rank employees to verify their validity?

☐

yes

☐

no

C. Does the Career Service have expressly stated criteria designed to measure employee career potential?

☐

yes

☐

no

D. Has the Career Service established a definition explaining what constitutes "the lowest ranking employee(s)"?

☐

yes

☐

no

E. Has the Career Service established a procedure to ensure that "those having the lowest ranking will have this fact made known to them"?

☐

yes

☐

no

F. When Career Sub-Groups are involved does the Career Service review the employee ranking technique and procedure used by each of the Sub-Groups?

☐

yes

☐

no

not applicable

IV. OBJECTIVE: Provide for periodic review by the Deputy of evaluation activities and results.

A. Procedures have been established to give the Deputy a report of evaluation activities.

☐

Not established

☐

Annually

☐

Semiannually

☐

Quarterly

- B. Are the results reported so that the Deputy (or equivalent) may use the information in making decisions relative to his APP and PDP?

☐ yes

☐ no

V. OBJECTIVE: Establish Directorate personnel objectives (through MBO, APP, and PDP).

- A. The Career Service has explicit personnel management objectives.

☐ yes

☐ no

- B. Career Service personnel objectives are reviewed by the Deputy (or equivalent) prior to promulgation.

☐ yes

☐ no

- C. Progress in meeting objectives is monitored periodically by the Deputy (equivalent).

☐ yes

☐ no

VI. OBJECTIVE: Establish a program and criteria for the career management of supergrade personnel at the Career Service level.

- A. Special criteria have been established for the evaluation and management of supergrade personnel.

☐ yes

☐ no

- B. Supergrade rankings are consolidated at the Career Service level.

☐ yes

☐ no

- C. In conjunction with the PDP supergrades and candidate supergrades are provided career counseling and placement.

☐ yes

☐ no

- D. The Career Service has procedures for recommending and effecting the assignment of supergrades both within and without the Career Service.

☐ yes

☐ no

VII. OBJECTIVE: Create a Directorate-wide counseling program... and a visible counseling source.

- A. Has a formal Career Service-wide counseling program been instituted?

☐ yes

☐ no

- B. Has the Career Service informed its employees about its counseling program?

☐ yes

☐ no

- C. Have members of the Career Service been told the names of the employee counselors they could go to on their own initiative to seek job assistance and guidance?

☐ yes

☐ no

- D. Are low-ranking employees receiving counseling?

☐ yes

☐ no

- E. Does the Career Service counseling program provide for the counseling of employees on a systematic basis?

☐ yes

☐ no

- F. Have those persons designated as "counselors" been given any specific training for that role?

☐ yes

☐ no

- G. Do the Career Service Sub-Groups have a separate counseling program?

☐ yes

☐ no

VIII. OBJECTIVE: Organize logical groups below Directorate level on either a grade, function, program, etc., basis, which for their members, will implement the personnel policy guidances and instructions of the Directorate.

- A. Have "groups" been organized within the Career Service "which for their members, would implement the personnel policy guidances and instructions of the Directorate"?

☐ yes

☐ no

- B. Have the former office-level career services been designated as career sub-groups?

☐ yes

☐ no

not applicable

- C. Have any non-office level "Career Sub-Groups" been organized subsequent to the approval of this objective?

☐ yes

☐ no

- D. If not, does the Career Service anticipate the organization of any such "Sub-Groups"?

☐ yes

☐ no

- E. If yes, specify the kind of Sub-Group contemplated.

IX. OBJECTIVE: Establish Directorate standards for selecting candidates to attend senior schools or courses..giving consideration... to how the trainees will be utilized afterwards.

A. Have Directorate-wide standards for senior schools been established?

☐ yes

☐ no

B. Is the selection of candidates based upon the PDP?

☐ yes

☐ no

C. Are employees notified of the basis for selection?

☐ yes

☐ no

D. Are the post-training assignments of attendees to senior schools identified and made known to the employee before training is undertaken?

☐ never ☐ seldom ☐ usually ☐ always.

X. OBJECTIVE: Establish Directorate policy and standards for approving external full-time and part-time training...

A. Has the Career Service established policy and standards for approving external training?

☐ yes

☐ no

B. At what level is approval for such training?

☐ Division ☐ Office ☐ Career Service ☐ Branch

C. Have Career Service guidelines been promulgated?

☐ yes

☐ no

D. Is external training approval meshed with PDP?

☐ yes

☐ no

E. Do Evaluation boards/panels make training recommendations or indicate training deficiencies to supervisors?

☐ yes

☐ no

XI. OBJECTIVE: Establish minimum training standards for managerial positions and for occupational positions and groups when training is considered significant for job performance and employee development.

A. Has the Career Service initiated action prepare to developmental profiles where appropriate (PDP)?

☐ yes

☐ no

- B. Have all true managerial positions and their most significant functional elements been identified?

☐ yes

☐ no

XII. OBJECTIVE: Provide policy to facilitate inter-Directorate transfers and rotational tours.

- A. Has the Career Service publicized a policy to ensure that employees are not discouraged from requesting such assignments, if qualified?

☐ yes

☐ no

- B. Has your PDP involved the use of inter-Career Service developmental assignments?

☐ yes

☐ no

- C. Has the Career Service negotiated with other Career Services in order mutually to identify positions to be used for developmental purposes?

☐ yes

☐ no

XIII. OBJECTIVE: Establish procedures and provide guidance for recommending honor and merit awards.

- A. Has the Career Service promulgated amplifying guidelines on policy for such recommendations?

☐ yes

☐ no

- B. Where applicable does the Career Service review recommendations for honors and awards initiated by Career Sub-Groups?

☐ yes

☐ no

XIV. OBJECTIVE: Provide a system for the annual review of supergrade personnel in Personal Rank Assignments to effect corrective action when needed.

Does the Senior Personnel Resources Board or other designee review the status of supergrade personnel annually?

☐ yes

☐ no

XV. OBJECTIVE: Develop procedures to handle potential surplus cases, including counseling, consideration for retraining and/or reassignment, and notification of surplus status.

- A. Have specific procedures been developed to identify potential surplus employees?

☐ yes

☐ no



- B. Are potentially surplus employees given preliminary notice, provided counseling, and given opportunity for retraining and/or reassignment as feasible?

☐ yes

☐ no

- C. Have all employees been made aware of the surplus procedures and of their rights under them?

☐ yes

☐ no

XVI. OBJECTIVE: Establish a uniform grievance procedure within the Directorate.

- A. Does the Career Service have a formal grievance procedure to handle non-EEO issues?

☐ yes

☐ no

- B. Does the Career Service grievance procedure ensure that the employee understands his rights as a federal employee?

☐ yes

☐ no

- C. Does the Career Service grievance procedure anticipate and provide for the possibility of employees seeking redress through the court?

☐ yes

☐ no

- D. Has the Career Service promulgated amplifying instructions on its grievance procedures?

☐ yes

☐ no

PROBLEM AREAS

Describe any obstacles you have encountered in implementing the new personnel approaches.

NOTES

This space is available for explaining, as desired, any answer relating to the 16 objectives.